

# Neue Haas Grotesk Display

## OPERATIONAL STRATEGY & MARGIN OPTIMIZATION

### Roboto Mono

Path to 50% EBITDA: Turning a 110% COGS  
Crisis into Sustainable Profitability.

Roboto Mono

Internal Strategy Document | Q3 Operations Review



# THE HYBRID MODEL HAS POTENTIAL, BUT THE CURRENT COST STRUCTURE IS FATAL

## THE GOAL



Target EBITDA Margin

## THE CRISIS



Current COGS

Currently spending \$1.10 to earn \$1.00.

## THE SOLUTION

- ✓ Drive COGS to 90% (Strategy 1)
- ✓ Leverage \$65 Weekend AOV (Strategy 2)
- ✓ Monetize Gaming Assets (Strategy 4)



# REVENUE POTENTIAL IS BEING SUFFOCATED BY OPERATIONAL DRAG.

## REVENUE POTENTIAL

- Target: 300 Weekend Covers
- Target: \$65 Average Order Value



## OPERATIONAL DRAG

### LABOR DRAG

**185%**

of Year 1 Revenue is allocated to staffing.

### BOTTLENECK

**!** 300 covers requires 37.5 orders/hour. Current capacity is failing.

### INVENTORY BLEED

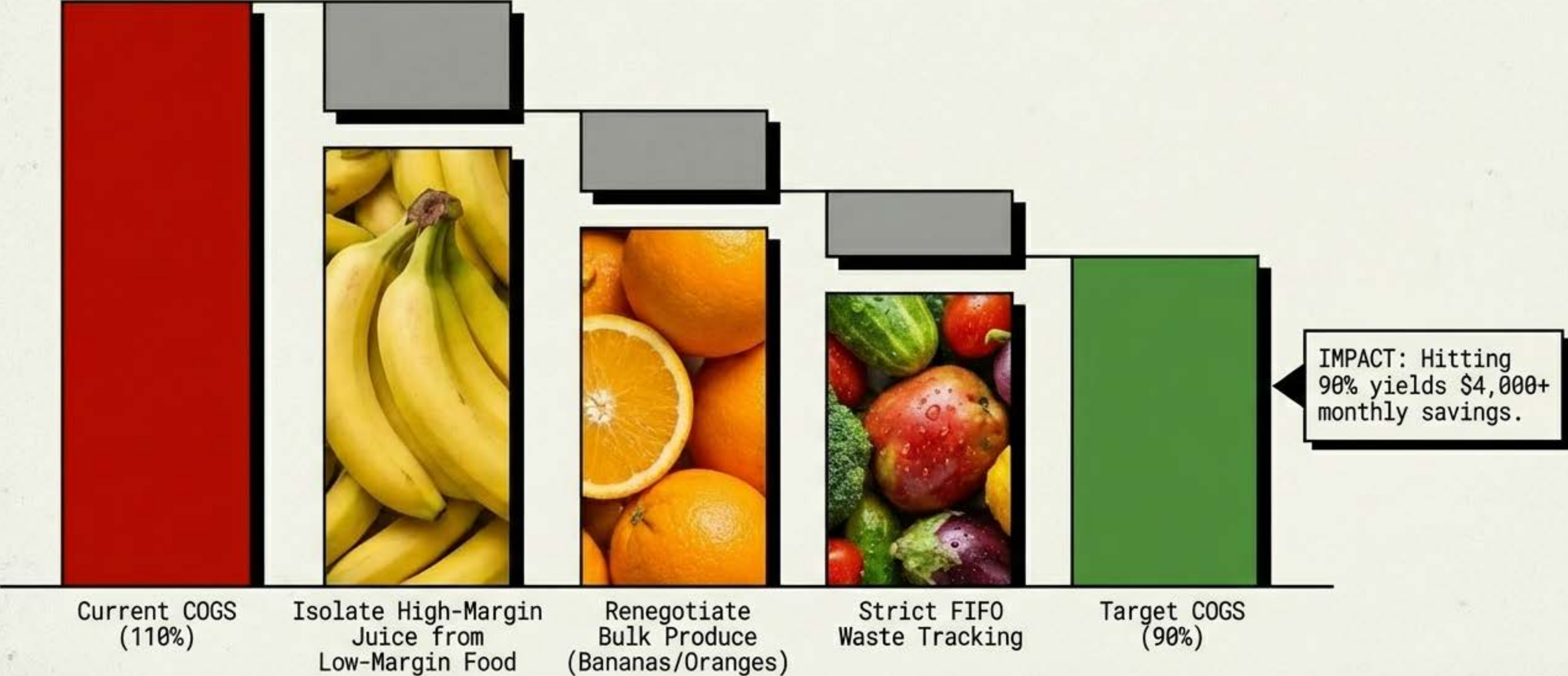
**110%**

Food & Beverage costs are 110% of sales.




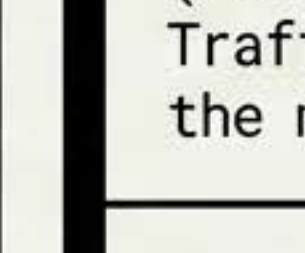












**Insight:** High-volume targets are irrelevant if every sale increases the deficit.

# AGGRESSIVE COGS REDUCTION: SUBSIDIZING CUSTOMERS VS. 90% EFFICIENCY.



# DYNAMIC LABOR ARCHITECTURE: ELIMINATING THE \$47K MONTHLY BURN

HEAT MAP							
	MON	TUE	WED	THU	FRI	SAT	SUN
06:00 AM							
08:00 AM							
10:00 AM	PEAK EFFICIENCY						
12:00 PM							
02:00 PM	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND
04:00 PM	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND	IDLE SPEND
06:00 PM							
08:00 PM							
10:00 PM							

## THE PROBLEM:

Labor is \$47,083/month (185% of revenue). Traffic dips 30% during the mid-day lull.

## THE FIX:

Cut server hours by 30% during the 2-5 PM window immediately.

## OPTIMIZATION:

Cross-train servers for prep work to utilize downtime. 90 FTE roster must match the traffic curve.

# ENGINEERING THE \$65 WEEKEND AOV TO COVER FIXED OVERHEAD.

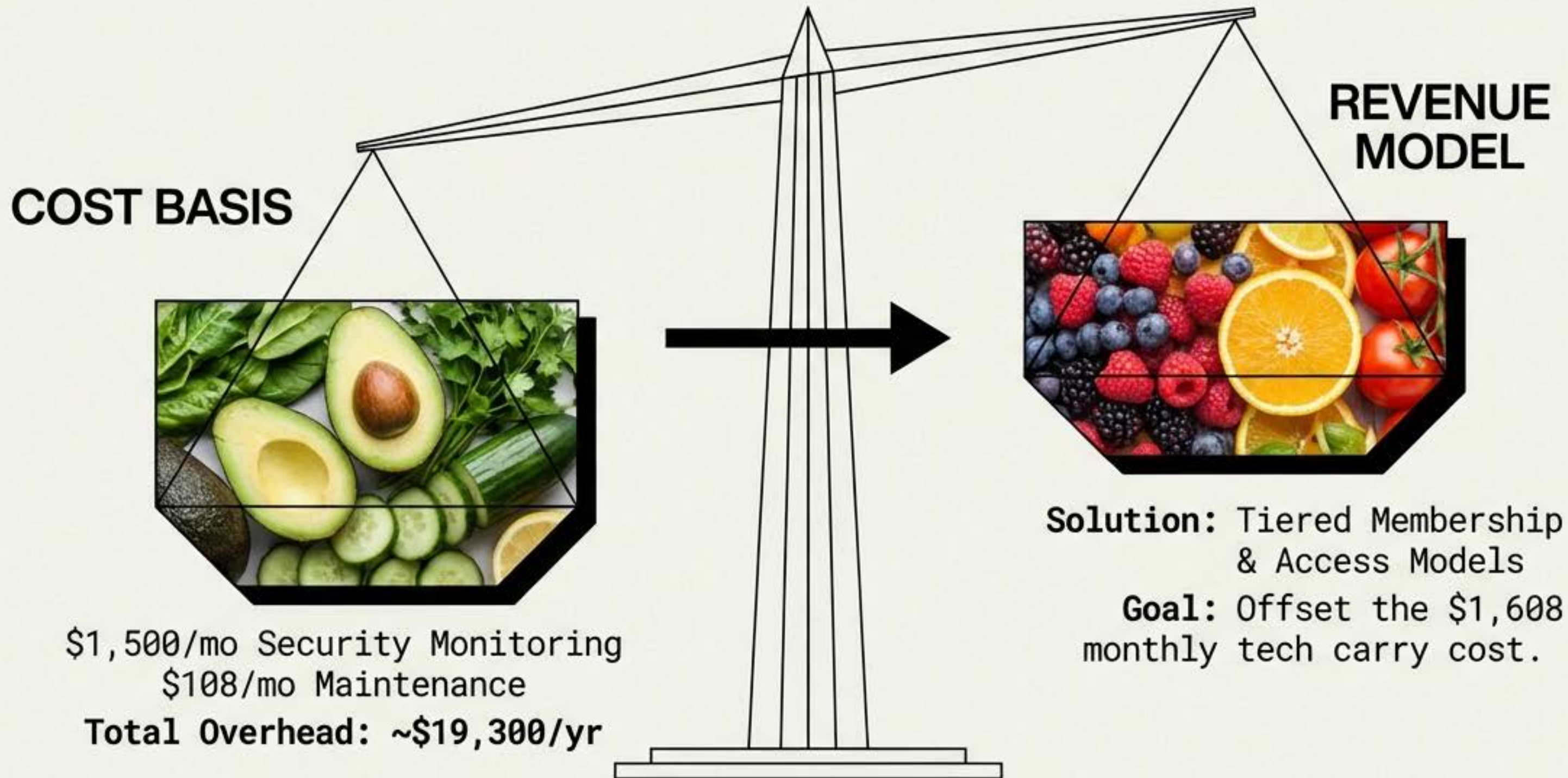


**The Logic:** Events absorb the \$19,700/month fixed overhead faster than single-cup sales.

**Tactical Action:** Pre-sell bundles to lock in the \$65 AOV before arrival.

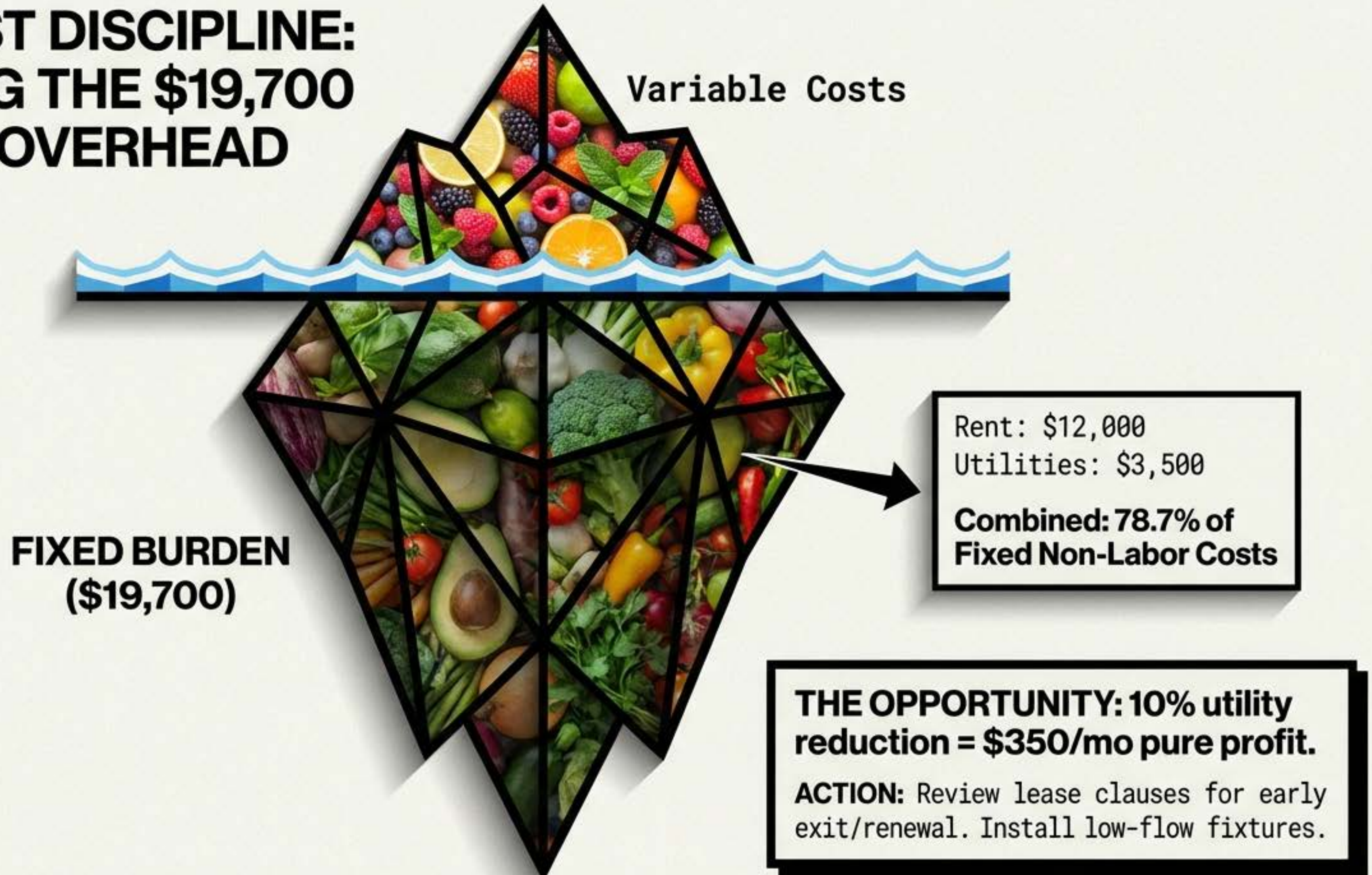
**Constraint:** Avoid overtime. Labor spikes erode event margins.

# MONETIZING THE 'GAME TIME' ASSET: TECHNOLOGY MUST PAY ITS RENT.



**TRANSFORMATION:** From 'Free Amenity' (Cost Center) to 'Paid Experience' (Profit Center).

# FIXED COST DISCIPLINE: ATTACKING THE \$19,700 MONTHLY OVERHEAD



# THE PATH TO ROI: ACCELERATING THE 18-MONTH PAYBACK CLOCK

## Breakeven Timeline

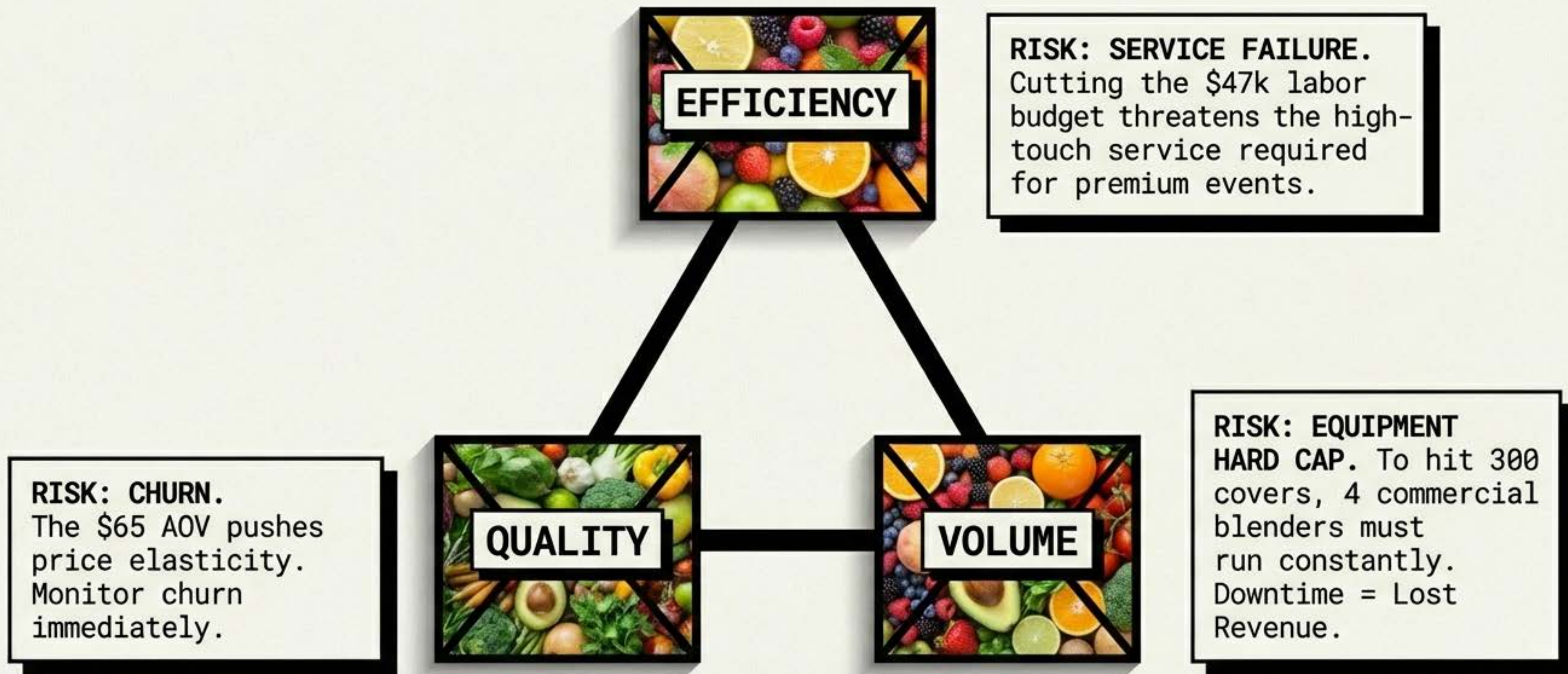
Required Velocity: \$28,333/month Operating Profit



**THE MATH:** To pay back the \$510k build-out in 18 months, we must clear \$28,333/mo profit *after* paying the \$47k labor and \$12k rent.

**CONCLUSION:**  
Low-margin volume will not work.  
The \$65 AOV is mandatory.

# OPERATIONAL TRADE-OFFS: THE RISKS OF OPTIMIZATION.



# THE STRATEGIC SCORECARD: IMMEDIATE ACTION PLAN.

## CHECKLIST TIMELINE

### NOW (Weeks 1-4)



- Separate Food vs. Juice inventory tracking (Fix the 110% COGS).



- Implement dynamic labor scheduling (Cut the 2-5 PM lull).

### NEXT (Weeks 5-8)



- Launch tiered gaming access to cover the \$1,608 tech cost.



- Pre-sell event bundles to lock in \$65 AOV.

## NORTH STAR METRIC

**Must consistently exceed \$66,783 monthly revenue (Fixed + Labor) to achieve breakeven targets.**

